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13 May 1965

MEMORANDUM FOR: Director of Training

THROUGH: Chief, Operations School

SUBJECT: Course Report - Chiefs of Station Seminar
Number 3, 19 April-7 May 1965

1. Chiefs of Station Seminar No. 3 was conducted from 19 April through 7 May 1965, half days, in Room 1 A 13, Headquarters Building. The class consisted originally of fifteen officers but attrition set in almost immediately. One officer was withdrawn after the first session because his assignment had been changed. Halfway through the course 3 officers were diverted to handle an operational emergency and did not reappear at seminar sessions. At approximately the same time, however, an additional officer was entered and a CS officer scheduled for service with the Office of Training began monitoring the course. In total, we averaged 13 officers in attendance during the seminar of which 7 were COS designates, 2 were being assigned as COB, 2 as DCOS, one departing as a Chief of Support, and the last monitoring in anticipation of a tour in the Office of Training. (Attachment A)

2. The third running of the COS Seminar approximated the last presentation. (Attachment B) Certain lectures were omitted as was the trip to [REDACTED] however, the 25X1A6b substance was the same in this seminar as in the previous one.

3. We were fortunate in having very few modifications of the scheduled lectures. Out of 51 officers, both internal and external, who were scheduled only four individuals failed to appear. Competent substitutes were obtained.

4. Of the 51 presentations 47 were made by senior officers of the Agency and 4 by outside speakers. The latter included Dr. Charles Burton Marshall of the Washington Center of Foreign Policy Research; former Ambassador Edmund A. Gullion, Dean of the Fletcher School of Law and Diplomacy at Tufts University; Ambassador Randolph Kidder, Coordinator of the National Interdepartmental Seminar; and [REDACTED]

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GROUP 1
Excluded from automatic
downgrading and
declassification

██████████ formerly Chief of Station, ██████████ and now with the Defense Department posted to the National Interdepartmental Seminar. 25X1A6a

5. The practice of daily critiques by the students was discontinued. The Chief Instructor, through conversations with the students during the seminar and specifically during the last day, was able to determine the feeling of the students concerning the effectiveness of the presentations. The seminar was considered by all students to be successful, although the Chief Instructor has certain recommended improvements and modifications which will be the subject of separate correspondence. One significant development was the use throughout the seminar period of the managerial check list for outgoing Chiefs of Station developed by Mr. [REDACTED] during COS Seminar No. 2. The check list was enthusiastically received and utilized by the students.

6. It is hoped that the next presentation of the COS Seminar in the Fall 1965 will be supervised by a senior CS officer assigned to the Office of Training. The undersigned would appreciate an opportunity to discuss with that officer certain modifications in the course structure, and the vital role of the chief instructor.

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Chief Instructor